

County of Los Angeles

DEPARTMENT OF PUBLIC SOCIAL SERVICES

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February 16, 2010

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

15 FEBRUARY 16, 2010

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

Dear Supervisors:

**RECOMMENDATION TO AUTHORIZE THE CHIEF INFORMATION OFFICER TO
EXECUTE A WORK ORDER WITH EMC CORPORATION FOR SOFTWARE
IMPLEMENTATION SERVICES FOR THE DEPARTMENT'S ELECTRONIC
DOCUMENT MANAGEMENT SYSTEM PROJECT
(ALL SUPERVISORIAL DISTRICTS - 3 VOTES)**

CIO RECOMMENDATION: APPROVE (X) APPROVE WITH MODIFICATION ()

SUBJECT

The Department of Public Social Services (DPSS) requires the professional services of EMC Corporation to implement Enterprise Content Management (ECM) software for the Department's Electronic Document Management System (EDMS) project. The EDMS project entails implementing a solution that converts paper case documents into electronic images that will be securely stored in an electronic record repository, which will be easily accessed and retrieved by properly authorized staff from any DPSS office across the County. As a result, this project will greatly improve service to the public and dramatically enhance the Department's efficiency and security surrounding case records management by significantly reducing the potential for missing case file information.

IT IS RECOMMENDED THAT YOUR BOARD:

Approve and direct the Chief Information Officer (CIO), at the request of the Director of DPSS, to execute a Work Order for ECM software implementation services under the County's Master Services Agreement (MSA) with EMC Corporation to support the development and implementation of the Department's EDMS project, at a maximum contract amount of \$980,000. In accordance with the EMC Corporation MSA guidelines, Board approval is required for Work Orders that exceed \$300,000.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The purpose of this recommended action is to enable the Department to transition from paper processes to electronic and on-line processes, thereby reducing inconsistencies and errors and assisting in the creation, filing, retrieval, preservation and disposition of electronic documents.

Currently, DPSS maintains case records through laborious and repetitive paper-intensive business processes. The use of an electronic and on-line system to store and retrieve case records will achieve much needed process simplification for County workers and participants and will help to mitigate the impacts of increasing caseloads and decreasing funding, without placing an additional burden on the worker. By imaging all documents received and created for the purpose of serving participants, the County will reduce paper usage, storage space, and ensure greater ease of access to the documents from anywhere in the Department.

ECM software is necessary to scan paper case records/documents and convert them into electronic images that can be searched, sorted, retrieved, and shared. The ability to have documents in a central location will also assist us in an effort to comply with applicable security rules and regulations including but not limited to; Board Order 10 - Board of Supervisors Policy – Information Technology and Security Policy, Administrative Simplification requirements of the Health Insurance Portability and Accountability Act of 1996, Standards for Privacy of Individually Identifiable Health, State and Federal regulations that require protecting Personally Identifiable Information (PII), eDiscovery - the Federal Rules of Civil Procedure for Electronically Stored Information, Compliance with Security Audits including, Internal Control Certification Program, State Single Index, and State Medi-Cal PII Security.

ECM software will be used in the EDMS project as a document imaging, document repository and document management system. All paper case records/documents will be scanned and converted into electronic files/images. There will be an interface between LEADER and the case record repository to make case records available for immediate use by case workers, regardless of the workers location. The availability of electronic case records will improve case transfer times, decrease time and effort for locating and reviewing requested documentation, reduce physical record storage needs, and reduce the potential for case information being lost.

The EDMS project is crucial to the successful expansion of the Department's Customer Service Center (CSC) project, as it will allow CSC agents to view all the case records for the participants they serve. This will allow the CSC agents to provide enhanced services to participants and reduce the walk-up traffic and associated workload for district offices, which are contending with increasing caseloads.

The EDMS project consists of a two-phase pilot, the first of which involves implementation with 90 days of monitoring and evaluation of full case file document imaging in our San Gabriel CSC for all major DPSS programs. The second phase of the pilot involves implementing, monitoring and evaluating full case file document imaging at the remaining three (3) CSCs: El Monte, Norwalk, and South Family. The total cost of implementing the pilot is approximately \$3.9 Million, which includes \$980,000 for ECM software implementation services from EMC Corporation that serves as the focus of this Board Letter, as well as the hardware and software required to support the pilot. The annual maintenance cost for the pilot is approximately \$1 Million for software maintenance and Internal Services Department hosting services. Funding for the pilot is included in the FY 2009-10 adopted budget and funding for pilot maintenance cost is included in the FY 2010-11 Initial Budget Request.

Upon successful completion of the pilot, DPSS intends to expand full case file document imaging Department-wide to an additional 34 District offices over a three-year period, at an estimated total cost of \$6.9 Million. If implemented Department-wide, the annual maintenance cost for the EDMS project is estimated to be approximately \$2.2 Million. Note that Department-wide costs are high-level estimates at this point, and more accurate costs will become available at the conclusion of the pilot, at which time funding to support Department-wide expansion will be requested.

This recommendation is consistent with DPSS' objectives for increasing the efficiency and effectiveness of departmental programs through expanded information technology and communications.

Implementation of Strategic Plan

The recommended action is consistent with the principles of the Countywide Strategic Plan Goal #1: Operational Effectiveness (Strategy 2), to implement programs to improve the efficiency, quality, and responsiveness of County services to all residents.

FISCAL IMPACT/FINANCING

Cost for Fiscal Year (FY) 2009-10

The estimated cost of EMC Corporation services for FY 2009-10 is \$850,000. Since there is a CalWORKs and Food Stamp Maintenance of Effort (MOE) requirement, which will be met by the County, there is no additional net County cost (NCC) for these programs. The share of cost associated with programs such as General Relief, results in an estimated NCC of \$72,000. Sufficient funding has been included in the Department's FY 2009-10 Final Adopted Budget.

Cost for FY 2010-11

The estimated cost of EMC Corporation services for FY 2010-11 is \$130,000. This component of the Work Order is for Time and Materials to address system enhancements and roll-out support. Since there is a CalWORKs and Food Stamp MOE requirement, which will be met by the County, there is no additional NCC for these programs. The share of cost associated with programs such as General Relief, results in an estimated NCC of \$11,000. Sufficient funding will be included in the Department's FY 2010-11 Budget request.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The MSA approved by your Board enables departments to utilize Work Orders for various professional and consulting services related to the implementation and support of the vendors' ECM technologies. As required in the CIO's letter to your Board, Work Orders in excess of \$300,000 shall be directed to your Board for authorization.

CONTRACTING PROCESS

On July 7, 2009, your Board approved and adopted EMC Documentum suite of products as the ECM software standard for the County of Los Angeles. EMC Documentum was selected through an open and competitive Request for Proposal process. Your Board also approved the MSA with EMC Corporation that provides County departments with professional and consulting services to support development and implementation of the EMC Documentum suite of products. The MSA offers a structure for acquiring needed services through a streamlined acquisition process that is standard across the entire enterprise. The recommended Work Order will be entered into the County's Information Technology Tracking System. The original price submitted by EMC Corporation was \$1,190,199. The vendor granted a discount during contract negotiations, bringing the final price to \$980,000, providing the County with significant savings.

IMPACT ON CURRENT SERVICES

Your Board's approval of the recommended action will enable DPSS to better serve the public through increased access to participant case records, less chance of case information being lost, improved service response times to participants, reduced workload in district offices, and improved ability to comply with County, State and Federal records management, security and privacy policies.

CONCLUSION

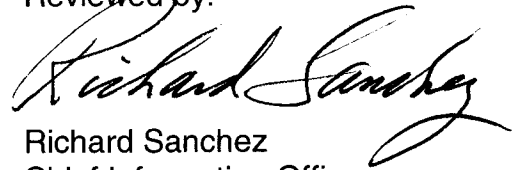
The Executive Office, Board of Supervisors, is requested to return one adopted stamped Board Letter to the Director of DPSS.

Respectfully submitted,



Philip L. Browning
Director

Reviewed by:



Richard Sanchez
Chief Information Officer

PLB:MS:pcr

Attachment

c: Chief Executive Officer
County Counsel
Executive Officer, Board of Supervisors

CIO ANALYSIS

AUTHORIZATION TO EXECUTE WORK ORDER UNDER COUNTY MASTER AGREEMENT WITH EMC CORPORATION TO SUPPORT DEPARTMENT OF PUBLIC SOCIAL SERVICES ELECTRONIC DOCUMENT MANAGEMENT SYSTEM PROJECT

CIO RECOMMENDATION: ☒ APPROVE ☐ APPROVE WITH MODIFICATION
☐ DISAPPROVE

Contract Type:

☐ New Contract ☐ Contract Amendment ☐ Contract Extension
☐ Sole Source Contract ☐ Hardware Acquisition ☒ Other (MSA WO)

New/Revised Contract Term: Base Term: 24 Months # of Option Yrs 0

Contract Components:

☐ Software ☐ Hardware ☐ Telecommunications
☒ Professional Services

Project Executive Sponsor: Michael Sylvester, Assistant Director, DPSS

Budget Information :

Y-T-D Project Expenditures	\$ 0
Requested Project Amount	\$ 980,000
Aggregate Project Amount	\$ 980,000

Project Background:

Yes	No	Question
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project legislatively mandated?
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project subvented? The DPSS' CalWORKs and Food Stamp Maintenance of Effort (MOE) will fund all but the General Relief portion for this project. The General Relief portion is \$72,000 for FY 09-10 and \$11,000 for FY 10-11.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	Is this project/application applicable to (shared use or interfaced) other departments? If yes, name the other department(s) involved?

Strategic Alignment:

Yes	No	Question
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project in alignment with the County of Los Angeles Strategic Plan? This project is consistent with Countywide Strategic Plan Goal and Strategy addressing Organizational Effectiveness.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Is this project consistent with the currently approved Department Business Automation Plan? The Project is identified in the Department's FY 2009-10 and FY 2010-11 Business Automation Plan.

Strategic Alignment, Continued

Yes	No	Question
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project's technology solution comply with County of Los Angeles I/T Directions Document? The project complies with IT Directions document by conducting government electronically to improve the delivery of services.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Does the project technology solution comply with preferred County of Los Angeles I/T Standards? The project utilizes EMC Documentum suite of products which is a County ECM software standard.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	This contract and/or project and its milestone deliverables must be entered into the Information Technology Tracking System (ITTS).

Project/Contract Description:

The Department of Public Social Services (DPSS) is seeking Board authorization for the Chief Information Officer (CIO) to execute a Work Order (WO) for professional services under the County's Master Service Agreement (MSA) with EMC Corporation. This WO will support the development and implementation of the Department's Electronic Document Management System (EDMS), at a maximum contract amount of \$980,000.

Background:

This project will implement an EDMS at four department sites that will store electronic case documents. This planned EDMS will interface with LEADER and the future Leader Replacement System (LRS) to provide case workers with online access to these documents regardless of the worker's location.

Project Justification/Benefits:

The planned EDMS will reduce paper usage, storage space, and ensure greater ease of access to the documents. Electronic images can be searched, sorted, retrieved, and shared by authorized personnel regardless of their work location. Access to the documents will be limited to authorized staff to ensure confidentiality of sensitive information.

Project Metrics:

The WO contains six (6) clearly defined deliverables to measure project progress. The ultimate success of the project is successful implementation and performance of the EDMS pilot.

Impact On Service Delivery Or Department Operations, If Proposal Is Not Approved:

If not approved, DPSS will continue using its current manual paper-intensive process of collecting, copying, filing and storing case information. The retention of paper cases requires substantial storage space and the retrieval of such cases is time consuming because files are stored in various locations.

Alternatives Considered:

Not applicable. EMC Documentum suite of software products is the County's enterprise content management standard for the County of Los Angeles.

Project Risks:

The EDMS Project has the normal risks for system implementation. The Department has mitigated these risks by providing executive sponsorship, stable project staffing, clear roles and responsibilities, full-time project management, project plan and defined objectives. The project has a defined issue management process for resolving risks as they appear. The current risks that are being monitored are:

- End user availability for developing the requirements;
- Continuity of outside project consultants; and
- Availability of training of DPSS staff.

Risk Mitigation Measures:

The project team is devising mitigation plans for each of the above risks and will continue to monitor these risks as well as other risks as they arise.

Financial Analysis:

As detailed in the table below, the EDMS pilot will have a one-time cost of \$3,932,339, which includes \$980,000 in EMC professional services, and ongoing cost of \$1,008,492.

EDMS PILOT ESTIMATED COSTS

Description	One-Time Costs	Ongoing Costs
Hardware	\$1,441,607	\$ 0
Software	1,510,732	0
Professional services	980,000	0
Software Maintenance & Support	0	226,610
ISD Hosting	0	781,882
Total	\$ 3,932,339	\$1,008,492

Upon the successful pilot completion, DPSS plans to deploy the EDMS to an additional 34 District Offices using internal staff over a three-year period. As detailed in the following table, this full deployment is estimated to cost an additional \$6,946,739 in one-time costs and \$2,257,792 in projected on-going costs. At this point, these are only high-level estimates and will be further refined at the conclusion of the pilot.

EDMS FULL IMPLEMENTATION ESTIMATED COSTS

Description	One-Time Costs	Ongoing Costs
Hardware	\$ 2,035,740	\$ 0
Software	4,910,999	0
Professional Services	0	0
Software Maintenance & Support	0	725,910
ISD Hosting	0	1,531,882
Total	\$ 6,946,739	\$ 2,257,792

CIO Concerns:

None.

CIO Recommendations:

My office supports this action and recommends approval by the Board.

CIO APPROVAL

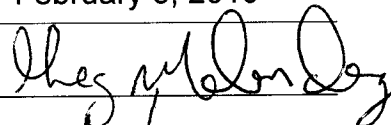
Date Received: February 3, 2010

Prepared by: James Hall

Date: February 3, 2010

Approved:

Date:


2/9/2010